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**City of Dixon**

**DOWNTOWN  
REVITALIZATION PLAN**  
*VOLUME 1 OF 2*

*Introduction*

*Overview of the Revitalization Plan*

*Guidelines and Standards for New Development*

*Implementation*

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UNIVERSITY OF CALIFORNIA

May, 1996

Prepared by:

**Crawford Multari & Starr**

planning • economics • public policy

**R R M D E S I G N G R O U P**

*Architecture • Planning • Interiors • Landscape Architecture*

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### ***Scope and Purpose of the Revitalization Plan***

The purpose of the Dixon Downtown Revitalization Plan is to identify the opportunities and challenges that Dixon faces in its downtown area and propose actions to address those challenges. The plan will serve as a guide for the implementation of the revitalization effort.

## Introduction

As the first volume in the new series, *Handbooks of Research in Education Psychology*, this volume is designed to introduce the reader to the field of education psychology. It will provide an overview of the field, its history, and its current state of development.

The book is divided into four main sections: History and Overview, Research Methods, Theoretical Foundations, and Applications.

The first section, "History and Overview," provides an introduction to the field, its history, and its current state of development.

The second section, "Research Methods," provides an introduction to the methods used in research in education psychology, including qualitative and quantitative methods, and their applications.

The third section, "Theoretical Foundations," provides an introduction to the theoretical foundations of education psychology, including cognitive, social, and developmental theories, and their applications.

## Introduction

## I. Introduction

For a long time, Downtown Dixon served as a commercial center for the surrounding small community and for the nearby agricultural areas. A number of substantial buildings arose shortly after the turn of the century in which one could find financial services, retailing, dining, entertainment and fraternal meeting halls. The railroad provided excellent transportation to the larger cities to the east and west. An active Downtown district thrived.

Today, in the mid-1990s, the Downtown's role as a commercial district has dramatically declined. Many of those old buildings, despite their considerable historical value and character, are vacant or underutilized. Many of them are susceptible to damage during earthquakes and need "retrofits" to improve their safety and usefulness. Most retailing takes place in more modern shopping centers elsewhere. The Downtown is not viewed as a place one generally goes for entertainment or for gathering, strolling or talking to neighbors.

Still, the potential for revitalization is apparent. The Downtown's compact size, historical character and public facilities such as the library and Women's Improvement Park suggest a place that people could enjoy visiting and walking in. Furthermore, the Downtown has many interesting and potentially attractive places behind the old brick buildings and in the old-fashioned alleys, affording glimpses back to Dixon's heritage.

Downtown remains the site of two of the most popular and long-standing community events, the annual May Fair Parade and Lamb Town. Both of these events recall Dixon's rural past.

The railroad may once again be a boon to Downtown activity if a passenger station is located there. But even without a new station, the large vacant parcels near the lines provide exciting long-term possibilities for new buildings and public spaces.

The existing businesses include banks, restaurants and saloons, florists and some other retail and service outlets -- a basis for renewed vigor. The Downtown Dixon Business Association includes many people with enthusiasm, creativity, and a willingness to work hard, surely a foundation for a better future.

Students from the nearby high school bring interest, activity and money to the Downtown during the school year. The surrounding residential areas -- despite some places that have become run down -- include many beautiful older homes. These residents not only provide a customer base within walking distance of the Downtown, they also help keep a watch on the area, making it safer and more active than more isolated places.

The City and its Redevelopment Agency are dedicated to the improvement of the Downtown. And, the Agency has money to help make needed changes.

Most importantly, the community as a whole recognizes a potential in the Downtown to make it an attractive place for the enjoyment and benefit of everyone.

### Scope and Purpose of the Revitalization Plan

The purpose of the Downtown Dixon Revitalization Plan is to implement the policies and programs of the Dixon General Plan and Redevelopment Plan by providing a 'vision' for the overall revitalization and renovation of the downtown. The Plan is composed of eight chapters:

**Chapter I** is the introduction which describes the purpose of the Plan, its contents and the methodology through which it was prepared.

**Chapter II** describes the overall Revitalization Plan. The Plan illustrates how appropriate design elements can be brought together to create an inviting environment for business, dining and entertainment in the downtown.

**Chapter III** contains architectural guidelines and standards, as well as illustrations of how the guidelines can be applied to properties in the downtown to help implement the Plan as new development occurs.

**Chapter IV** discusses how the Revitalization Plan will be implemented. Included in this chapter is a discussion of how to organize and promote special events and other civic activities in the downtown, as well as a discussion of the possible strategies for attracting and retaining businesses in the downtown. More importantly, Chapter VII provides a list of recommended improvement projects, their preliminary timeframe for implementation, and estimated costs.

**Chapter V** provides an overview of existing conditions in the downtown, its development pattern, architecture and urban form. Also included in this Chapter is an assessment of the adequacy of public infrastructure serving the downtown improvements including parking and circulation, drainage, and utilities. Providing safe and efficient access for pedestrians and vehicles will be especially important for the downtown.

**Chapter VI** provides an analysis of economic and demographic data relative to the City of Dixon in general and the downtown in particular. The purpose of this analysis is to help identify the types of businesses that would be successful in the downtown.

**Chapter VII** provides an analysis of the feasibility of retrofitting the area's numerous unreinforced masonry (URM) buildings to meet current building codes.

The appendix (in Volume 2) contains information that supports the conclusions and recommendations of the Plan, in addition to a list of references and the authors of this study.

## Description of the Plan Area

The boundaries of the Dixon Downtown Revitalization Plan are shown on Figure 1. Note that two boundaries are depicted. The smaller area is the downtown "core" which is the focus of the Plan. The larger area denotes the context around the downtown core, that may be integral to the revitalization of the downtown itself. The Revitalization Plan includes general policy direction to guide land use and development in these areas that compliment efforts to revitalize the core.

## Methodology for Preparing the Plan

The City of Dixon, the Dixon Redevelopment Agency and the Downtown Dixon Business Association jointly began work on a Revitalization Plan in the spring of 1995. Early on, the City and Agency retained the consulting firms of Crawford Multari & Starr and RRM Design Group to assist with the

planning process. But it was clear from the start, that the plan was really going to come from the businesses, property owners and community itself.

An advisory committee was formed composed of merchants, land owners, and others in Dixon concerned about the Downtown's future. This group met on a regular basis to identify problems and opportunities and to chart the path toward a revitalized future.

A public workshop was held to elicit ideas for an improved Downtown. This well-attended event generated a number of guiding "principles" used for formulating ideas. Meanwhile, the consultants collected background information related to parking, seismic stability of the buildings, existing uses, the local economy, and other issues. This information helped provide a technical foundation for the plan.

Ideas began to form on paper through words and pictures. In September, 1995, a public open house was held in the Women's Improvement Club Park to display these ideas and to talk about ways to make them even better.

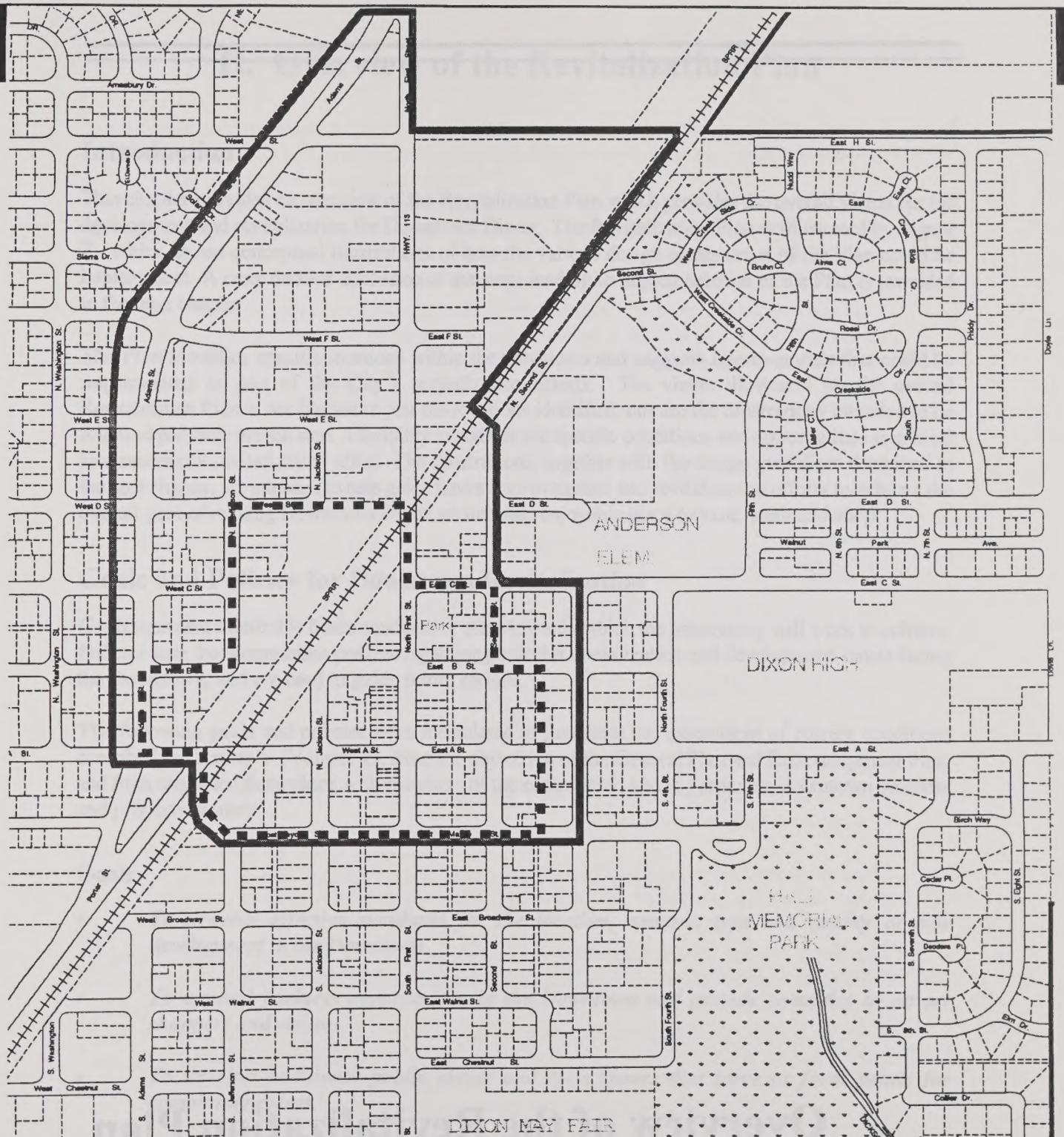
By late 1995, the Revitalization Plan had come together for review by the Advisory Committee. After public hearings in early 1996, the City and Agency approved the Plan as a guide for improvements to the downtown.

## The Vision

The Downtown Dixon Revitalization Plan is the first step toward a picture of Downtown Dixon that looks like this:

- The Downtown has become recognized as an important social and commercial center of Dixon. People frequent the Downtown to walk among the shops and visit the library, parks, plazas and museums, especially the historical center at the old fire station because it reminds people of Dixon's agricultural heritage.
- The streets have been improved with new trees, benches, signs and colorful banners. The buildings are full and the windows reveal a range of interesting products and activities within. The storefronts have been refreshed with paint, new signs, awnings and flowers. In some cases, the old brick facades and detailed woodwork have been restored.
- Residents take their guests downtown to dine in the many restaurants, often lingering into the evening at one of the quiet, outdoor patios behind the old brick buildings. They also like to take the historic walking tour, seeing the charm of the older buildings in and around Downtown and learning about their past.
- The corner of First and A Streets is a charming plaza surrounded by eateries and shops. Parking is conveniently located along the streets and in nearby parking lots. People just like to go downtown to sit and talk.
- It seems that there is always something going on Downtown -- not only the major events like May Fair and Lamb Town, but concerts, Art in the Park, sidewalk sales, farmers market, and a wide variety of seasonal promotions that are fun for families.

- The Women's Improvement Club Park is expanded and the Victorian house north of C Street is a living museum -- very popular for weddings on Saturday afternoons. Evenings, people like to go to the little theater to catch a wonderful old movie or a new foreign film that you can't see at the "multi-plex". Sometimes, the high school film club and the Dixon Film Society show movies outdoors projected on the walls of the new buildings in one of the plazas. It is a fun time on a summer evening with an ice cream cone and a bag of popcorn.
- The Downtown Business Association has at least a couple of ongoing committees, one devoted to coordinated promotions and the other to continue the physical improvements to the buildings and businesses. The Association, after several years of City and Agency help, now has its own part time staff person to help coordinate the events and promotions.
- Downtown is truly a vital part of Dixon.



**Figure 1**

- ■ ■ ■ ■ Project Core Area Boundary
- Project Boundary

*City of Dixon*  
Downtown Revitalization Plan

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## Overview of the Revitalization Plan

Strategic

Planning and Design  
Implementation

## II. Overview of the Revitalization Plan

### Introduction

This chapter provides an overview of the Revitalization Plan which provides the overall vision for the development and revitalization for Downtown Dixon. The Revitalization Plan is illustrated by Figure 7, which shows conceptual illustrations of how the various design components of the Plan could be implemented. A more detailed discussion of the steps leading to implementation of the Plan is provided in the next chapter.

The Plan identifies specific locations within the downtown and suggests improvements that could be implemented as part of the City's revitalization efforts. The vision illustrated by the overall Revitalization Plan is not limited to just the locations identified, nor are the illustrations intended to be followed precisely in each case. Flexibility to address site specific conditions and opportunities is critical to a successful revitalization effort. The illustrations, together with the design guidelines described in the next chapter, are intended to help guide future improvements and revitalization efforts to achieve the overall goal of making Downtown Dixon an inviting, enjoyable place to visit, work and shop.

### Goals and Policies for Downtown Revitalization

*Goals* represent a desirable future condition or state towards which the community will work to achieve. *Policies* state the communities position regarding particular revitalization and development issues facing the Downtown, and are used to guide future actions.

The following goals and policies were formulated in part from the assessment of current conditions described in Chapter V (Volume 2), from the objectives of the General Plan and Redevelopment Plan, and from continued discussions with members of the community, and in particular, downtown business and property owners.

#### Goals

- *To provide effective standards for the location, amount, type and quality of new development in the Downtown.*
- *To expand business opportunities in the Downtown and provide amenities to attract shoppers and visitors.*
- *To develop additional public plazas and open spaces that serve as focal points for community events.*

#### General Policies

1. The concepts illustrated and discussed in the Revitalization Plan should be viewed as guides, not requirements, for future public and private improvements. The community should regularly review the Revitalization Plan and make adjustments as necessary to changing conditions.
2. The Downtown should be a special place, recognized by the community as a center of activities including civic events, dining, entertainment, and shopping.

3. City and Agency investment in public improvements should focus on the downtown core, giving it highest priority.
4. Civic and public buildings should be encouraged in the downtown. These might include museums, parks, and other exhibits or displays. The old fire house is a candidate for one or more of these public uses.
5. The City should develop entry statements along the key corridors to the Downtown, primarily First and A Streets, as well as at the freeway interchanges, to direct people to Downtown and to help define the district.
6. Property owners in the downtown should be encouraged to help maintain and improve the appearance of the Downtown by upgrading and renovating building facades; screening unsightly vents and equipment; improving the appearance of news racks; clean up of vacant lots; use of signs or banners with downtown logo or other seasonal themes; and decorating exposed blank walls with murals. A city and/or business association awards or recognition program for merchandising, maintenance and improvements in the downtown may help encourage beautification efforts.
7. Downtown must be perceived as a safe place to visit. Lighting should be used not only to make downtown more interesting and inviting, but also more secure.
8. Streetscape improvements should be used to strengthen the links between the Downtown core and the high school, civic center and May Fair.
9. Businesses should be encouraged to provide outdoor seating areas, especially for food service establishments. The City should allow encroachments onto sidewalks and other City property to accommodate these activities.
10. The City should continue to develop outdoor public spaces, such as those illustrated by the overall Revitalization Plan.
11. The "Pardi Market" site is a cornerstone for downtown revitalization and should be a high priority for acquisition and redevelopment with a plaza, shops and other amenities. (The site also affords opportunities for off street parking in association with new development and the plaza; the parking potential may be increased by utilizing second stories for shops or food service, freeing up more space at the ground level. However, the principal character of the site should not be that of a parking lot, and the economic viability of upper floor commercial should be carefully assessed before committing to that approach.)

## Activities, Events and Promotions

12. The City, RDA and Downtown Business Association should sponsor and encourage festivals, events and other activities and uses in the downtown to help generate interest. Such events, activities and land uses may include arts and crafts shops, a children's theater or museum, historical or agricultural museum or displays, more diverse shopping and eating establishments, and special events such as outdoor plays or concerts.

13. The downtown should seek to establish its own distinct identity through the creation of a theme and by developing a program of frequent activities tied to that theme. A downtown logo should be part of this effort to create a theme.
14. Promotions of the downtown as a district should be encouraged; the City/Agency should consider contributing to such promotions.

## Land Use

15. Businesses and activities that take place in the evening should be encouraged, especially those that support one another, such as dining and movies.
16. In the future, and especially if a train station is developed in Dixon, the larger vacant or underdeveloped sites northwest of the tracks should be considered for the development of office, light industrial or mixed use job centers.
17. A movie theater should be established in the downtown, either by renovating an existing building or constructing a new one. This could show "art house" films, or classic movies, or children's or family fare, to avoid direct competition with the multi-plex theaters.
18. The neighborhoods surrounding the downtown are important to the continued success of downtown businesses. These neighborhoods should be preserved and enhanced to encourage continued investment in these residential areas.
19. Specialized businesses such as food service and those that cater to students, other offices or services should be encouraged in the downtown.

## Architecture and New Development

20. Historical buildings should be preserved and, to the extent possible, restored to highlight their traditional materials and architecture.
21. New buildings and remodels of existing ones should reflect the traditional materials and design by utilizing the design guidelines provided in Chapter III.
22. New development in the Downtown should be consistent with the Design Guidelines described in Chapter III. Two-story buildings will be encouraged with new infill projects to help create the intensity of development traditionally associated with historic downtowns.
23. Over time, the second floors of downtown buildings should be reserved for housing, offices, galleries or dining.
24. Downtown buildings should be designed with first floor display windows to encourage window-shopping.
25. Installation of neon and colorful, attractive signage should be encouraged as a way to enhance the visual environment.

## Circulation and Parking

26. In the long-term, truck traffic should be re-routed from North First Street to an alternative route.
27. Revitalization of the downtown should include expanded and enhanced pedestrian, bicycle and automobile circulation facilities, especially for vacant or underutilized sites northwest of the railroad tracks.
28. The Women's Improvement Club Park should be buffered from noise and other nuisances associated with truck traffic on Main Street.
29. Facilities and improvements that encourage pedestrian traffic in the downtown should be encouraged, such as awnings, gazebos, kiosks, repaired sidewalks, seating, rest rooms, clearly defined crosswalks and pedestrian ways, adequate lighting, fountains and water features, and landscaped areas.
30. The City and Agency should consider alternatives for providing safe access across the railroad tracks from the north and west. Such alternatives may include grade separations for vehicles and/or pedestrians.
31. Off street parking must be located in places that are easy to recognize and to access and within easy walking distance of the commercial core. Parking lots should not break up the building frontages on the principal commercial blocks.
32. The premature loss of on-street parking may jeopardize the viability of existing businesses. Therefore, any significant loss of on-street parking should be replaced in convenient, alternative locations. Off-street parking lots should be clearly signed, attractively landscaped and lighted sufficiently for safety.

The downtown should be a destination that is oriented toward pedestrians. In order to reduce traffic speeds and enhance the walking environment, as well as provide convenient access to businesses, on street parking must generally be retained on "A" Street and First Street.

## Implementation

33. The Revitalization Plan should be realistic, with first steps that are clearly achievable.

These goals and policies were used to guide the formulation of the overall Revitalization Plan and design guidelines, which have been translated into specific improvement projects and programs as described in Chapter IV.

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# **Guidelines and Standards For New Development**

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## VI. Guidelines and Standards for New Development

### Introduction

The following architectural design guidelines for commercial buildings in Dixon's downtown core area are intended to establish building character and design criteria for all new buildings, renovated buildings, and remodels. These guidelines should be used in conjunction with the adopted downtown revitalization plan and are intended to provide property owners, merchants, and their designers with basic design criteria. As a part of the revitalization process, beautification of the City's buildings in the downtown area was identified as one of the most important improvement objectives. The revitalization plan itself identifies a multi-tiered approach to revitalizing buildings and architecture in the downtown beginning with basic cleanup, painting, signs, and awning programs to comprehensive building renovations and seismic upgrades. These guidelines are intended to provide direction for any and all renovations regardless of the level and intensity.



## Goals of the Design Guidelines

The goals of these design guidelines are as follows:

- A. Establish a hierarchy of building types in the downtown area utilizing a landmark building designation to identify special and important places.
- B. Provide basic design recommendations for all buildings in the downtown promoting design creativity, and variation while insuring consistency in building scale, proportion, and pedestrian orientation.
- C. Establish clear and usable design guidelines and criteria.
- D. Protect and enhance historical architectural buildings and utilize historical building forms and styles to create future buildings.

## Description of the Study Area

The area that these architectural design guidelines apply to is shown on Figure I, page I-5 and generally apply to all commercial and non-commercial buildings found within the core area of downtown Dixon.

## History

Dixon began as a small agricultural community prior to the turn of the century. It was subdivided into a number of larger ranchettes consisting of dairy farms, fruit orchards, and pasture land. The arrival of the railroad provided Dixon with an economic boost as it became a central point for shipping and dispersion of agricultural products and supplies.

The first buildings were residential structures that supported farming. Commercial buildings in the downtown core began to appear slowly and sporadically in the mid-1800's to early 1900's. These buildings were typically single story and were predominantly constructed of wood and unreinforced masonry. However, there were a number of landmark buildings constructed including the Odd Fellows Hall, the old Dixon Hotel, and the Sacramento Savings Buildings, all of which occupied prominent locations, were multi-storied and have a high level of architectural ornamentation.

Historical photographs and histories of downtown Dixon show that there was not a clear and overriding design theme to the old town, but rather a blend of Early American commercial architectural styles. As more and more buildings were constructed and infilled in the downtown their styles took on the design themes of the day. Thus, today in downtown Dixon, we will see a variety of architectural styles and character that adds to its richness and vitality. These guidelines, therefore, will not seek to impose strict stylistic regulations, but rather will provide basic guidance of themes such as massing, height, setback, scale, proportion, pedestrian orientation in the storefronts while allowing design style to change with each building.



CORNER OF FIRST AND A STREETS -- LATE 1800's



DIXON -- EARLY 1900's

## Purpose of the Guideline Document

The purpose of the architectural guideline document is to enable the following:

- A. Provide the property owner, builder, or designer with a set of architectural design parameters to be used as a guide in the design of all proposed buildings. These design guidelines are not intended to replace or be used in lieu of applicable state and local building codes and site development standards. They should also be used in conjunction with the adopted downtown revitalization plan.
- B. Create a street character that is consistent with the historic, cultural, and architectural character established in the downtown revitalization plan and that will result in a pleasing and pedestrian-friendly street scene.

## Users

Users of this document will consist of the following groups:

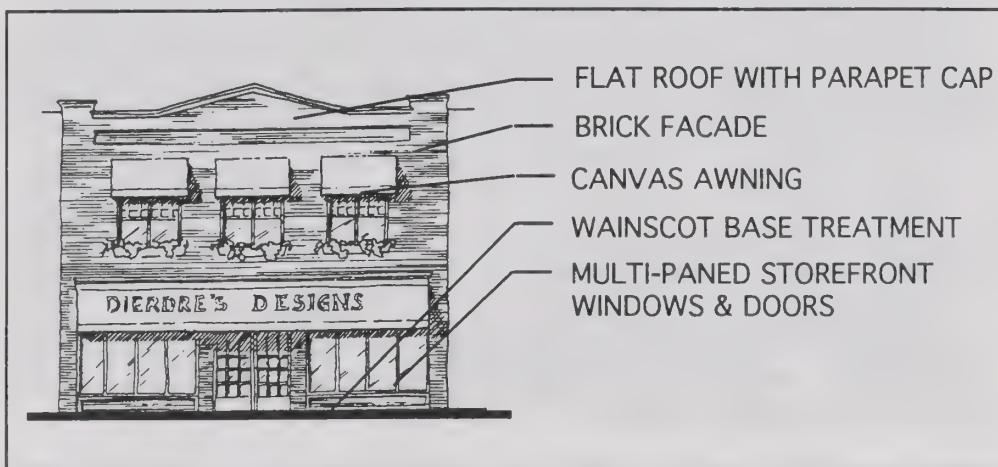
- A. Property owners will utilize these design guidelines in conjunction with the City of Dixon's zoning code, the downtown revitalization plan, and building codes to develop designs for commercial structures in the area.
- B. Design professionals working with the property owner will utilize these design guidelines for the creation of new commercial structures, remodeling, or retrofitting in the core area.
- C. City staff, when meeting with property owners and design professionals, will utilize these design guidelines to review and provide basic design direction. City staff will also use these guidelines when working with public review boards such as the Architectural Review Commission, Planning Commission, and City Council.

## Architectural Character

This section provides a description of the prevalent architectural style found in downtown Dixon. The primary objective is to insure the guidelines allow for flexibility, innovation, and creativity in the design of new buildings. Yet, at the same time, maintain the basic overall architectural character that currently exists. In support of this objective, these guidelines rely heavily on historical building styles to influence the type and style of architecture that will be constructed in the future.

The primary building style desired for downtown is generally characterized as Early American commercial architecture. This building style has developed over the past 100 years and takes elements from a number of substyles including Early California, Mission, Art Deco, Chicagoan, Classical, Greek Revival, and Neo-Gothic. The Early American commercial style represents many of the similar forms of these other substyles, but were less expensive to build and contain less ornate detailing. The following describes the various components and typical features of the Early American commercial architectural style.

**Early American Commercial Style** – Throughout America a significant number of commercial structures were built between 1900 and the 1930's which adapted the more ornate styles of Classical, Greek Revival, and Chicagoan architecture to a more plain commercial architectural style. This was done to emulate or note the styles in a less expensive way representing the "poor man's" version of these styles. These were especially popular in smaller towns throughout California that were not wealthy enough to construct highly ornate buildings such as those found in San Francisco, Los Angeles, and other larger urban areas. These more modest structures also drew from the Early California and Mission eras.



### EARLY AMERICAN COMMERCIAL ARCHITECTURE

Some Early American commercial style architectural details include:

- Narrow street frontage – 20 to 40 feet
- Buildings located on street right-of-way
- Brick or block masonry walls
- Limited relief on upper levels
- Flat or low pitched roof forms with parapets, detailed building corners
- Multi-paned storefront windows and doors with canvas awnings
- Recessed entries with transom windows
- Simple wainscot base treatment

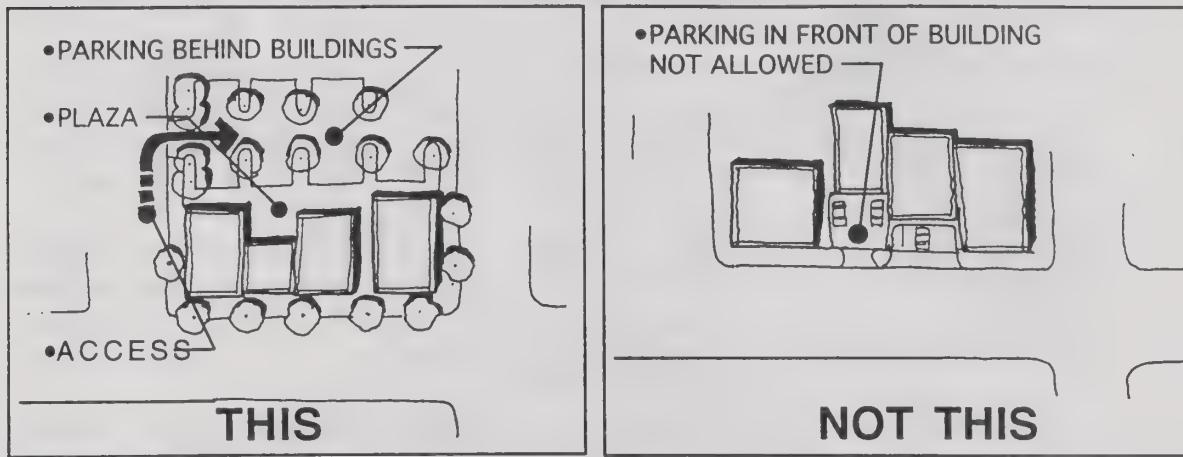
### Architectural Design Criteria

This section of the document will provide specific design direction for a number of architectural issues. It is important, however, that facade enhancements observe and support the goals of downtown revitalization efforts, as the success of a town street environment depends upon the sum total of all buildings rather than one specific design or location.

The following design criteria help create an architectural character compatible with the existing early 1900's style, yet maintain flexibility allowing individuality and creative solutions.

## Parking

Parking should be efficient, convenient, and provide easy access to downtown commercial. Parking lots should be located behind buildings or screened from view by low walls, earth mounding, and/or landscaping.



**PARKING LOT LOCATIONS**

Private parking should be accessed off of alleys running behind the commercial buildings where possible.

Parking lot should be well landscaped (one tree per three spaces) with shade trees and shrubs to soften the impact of large expanses of paving and provide shade.

All parking lots should be well lit for safety and convenience for nighttime users.

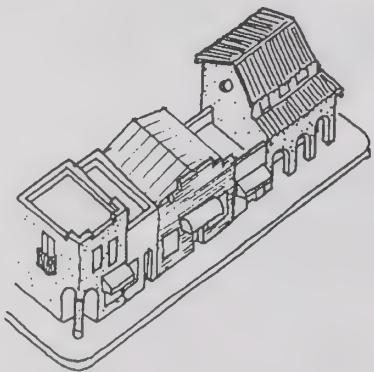
When possible, the parking should be accessed off alleyways or side streets rather than main streets. When parking is accessed off a main street, the parking lot entrance should be narrow and shared by adjacent businesses where possible.

## Building Setbacks

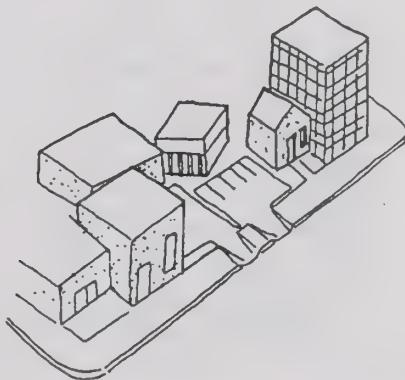
New buildings should be located against the sidewalk to create a strong edge along storefronts and streetscape.

Building facade should run parallel to the street rather than at an angle.

- BUILDINGS AT BACK OF SIDEWALK
- HIGHER BUILDINGS ON CORNERS WITH APARTMENTS ABOVE COMMERCIAL

**THIS**

- DO NOT PLACE BUILDINGS AT ODD ANGLES OFF OF STREET RIGHT OF WAY
- PARKING IN FRONT OF BUILDING NOT ALLOWED

**NOT THIS**

#### BUILD TO BACK OF SIDEWALK

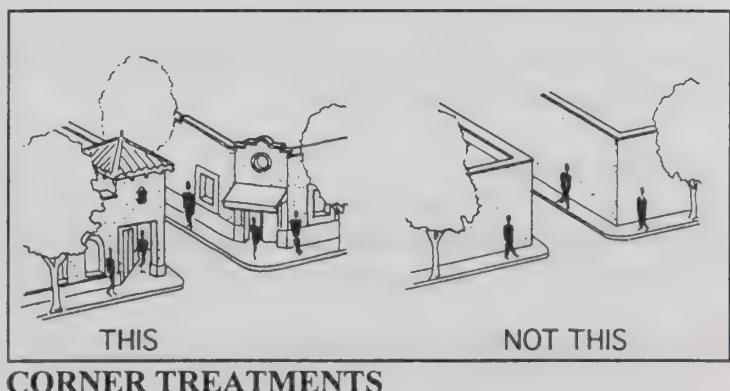
Building setbacks should generally be zero feet unless providing areas for seating, building entries, or pedestrian areas such as arcades and courtyards.

#### Form and Massing

Consistency in the form and massing of buildings will help establish continuity within the downtown street scene. The size of new structures should be compatible with adjacent buildings.

To provide convenient pedestrian circulation and architectural interest, corner buildings should incorporate features such as angled corners and walk-through arcades.

Building elements should create a rhythm of bays generally between 20 and 30 feet wide. This will help minimize the impacts of large structures reinforcing continuity along the street scene.

**CORNER TREATMENTS**

Corner buildings are recommended to be two-story. Key corner locations in downtown Dixon should have landmark buildings which are more stately, well detailed, and incorporate architectural elements such as towers, arcades, or balconies.

## Roof Forms

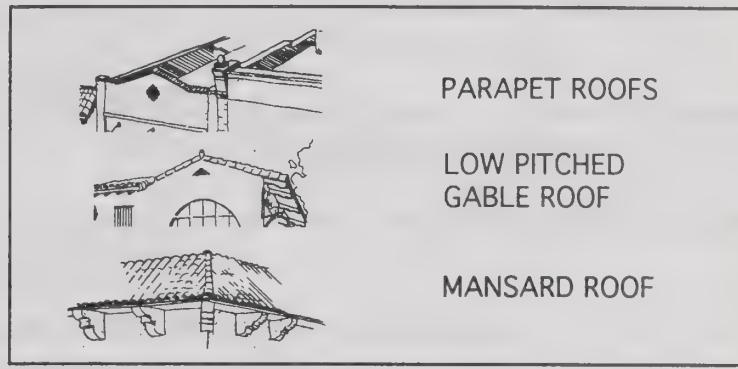
Design and treatment of roofs help articulate architectural style and create a visually interesting street scene. Roof design should be compatible with the architectural character of the early 1900's.

Parapet wall designs should be used on flat roofs to conceal roof-mounted mechanical equipment.

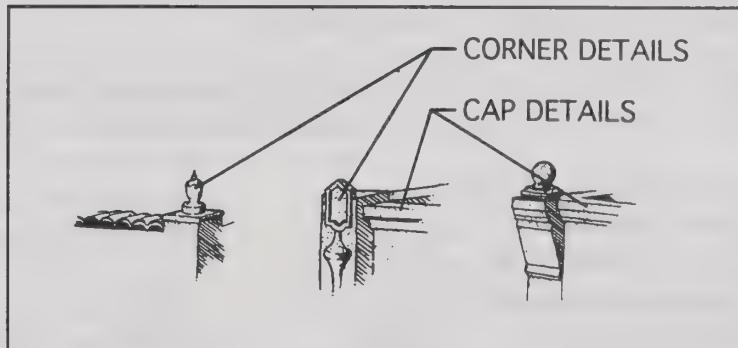
Simple, low pitched gable, mansard, and shed roofs may also be used to add interest to the roof line.

Parapet walls, whether simple or ornate, should always include a cap detail.

Corner details should be used to further enhance a building's identity.



**VARIED ROOF FORMS**

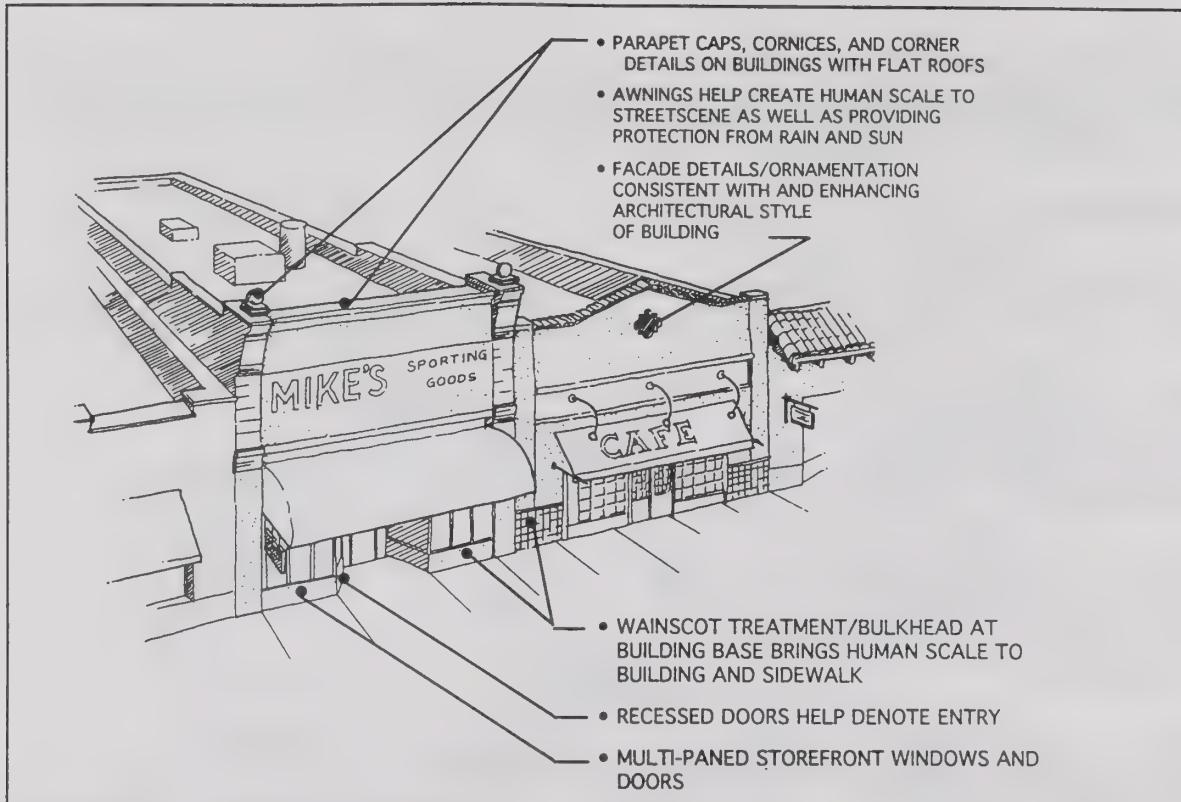


**PARAPET CAPS AND CORNER DETAILS**

## Building Details

Integrating architectural details in the downtown area will help beautify historic buildings as well as add variety and richness to renovated and new buildings. Some existing structures in the downtown area could be greatly enhanced by simply adding carefully designed architectural details such as wainscot treatment/bulkhead at building base, multi-paned storefront windows and doors and parapet details.

Arcades provide pedestrian scale to the street and are a practical and attractive architectural element.



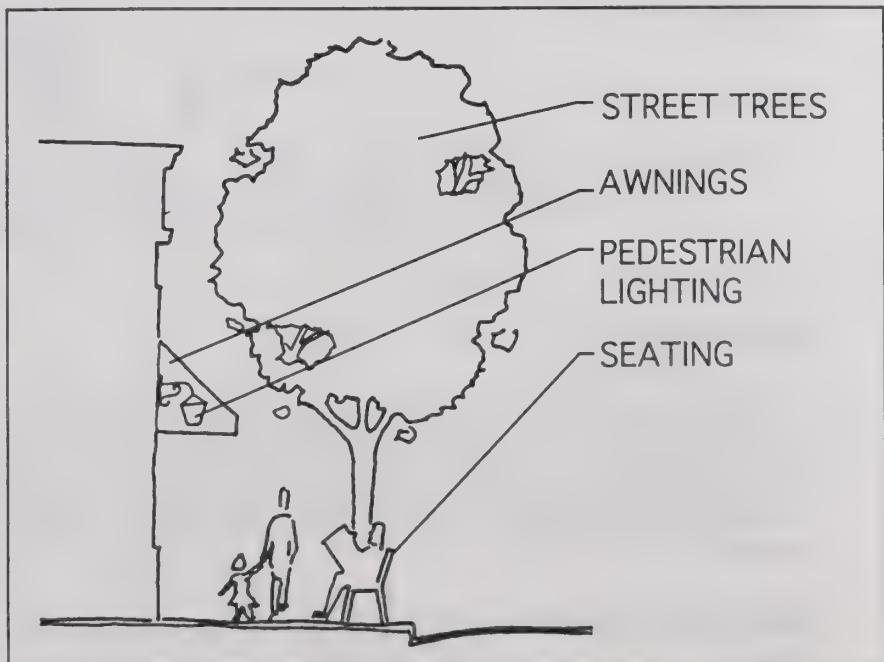
## DESIGN FEATURES - COMMERCIAL

The use of awnings and canopies are encouraged; this creates a more comfortable space for the pedestrians while providing protection from sun and rain.

Recessed entrances provide a transition area between the shop and the outdoors as well as clearly identify the entry to the pedestrian.

Windows and doors should be carefully detailed with molding around recessed openings, and multi-paned glass, adding interest within the overall building design.

Buildings and sidewalks should incorporate pedestrian-oriented architectural elements such as awnings, street trees, lighting, and sidewalk furniture.

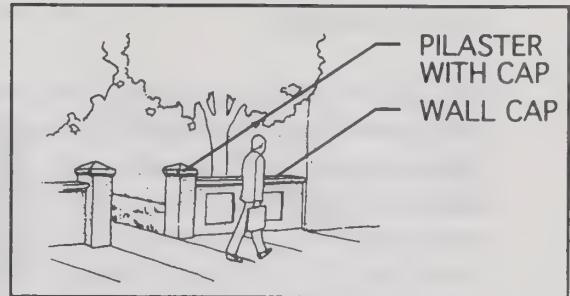


PEDESTRIAN SCALE STREET SCENE

## Garden Walls

Garden walls are an important unifying element providing accent and definition to space.

Low walls help continue the building street edge and should be used to buffer parking lots and vacant lots adjacent to the main street.



**GARDEN WALLS**

## Signage

Signs are an important part of every business but can too easily detract from the overall appearance of a storefront and the entire downtown street scene. Signage should be functional as well as architecturally interesting.

Signs located above the roof line detract from the overall downtown streetscape and are discouraged. Historical landmark signs should be accepted.

All signs should be carefully integrated with the design style of the building.

## Lighting

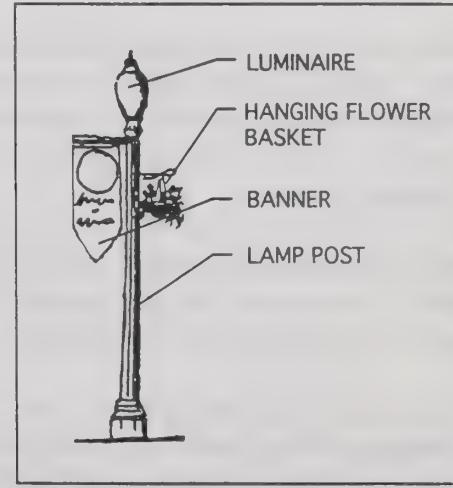
Used properly, lighting can add security to a building, create shadow relief, as well as indicate whether a business is open. Light should be subtle, directional, and not overpowering or glaring. Lighting sources should be integrated into the architectural design.

Accent lighting should be used to accent building details such as tower elements, ornamental windows, and tile or to accent landscaping.

Light fixtures that illuminate large areas should be avoided. Pedestrian-scaled lights add interesting architectural detail as well as provide security and light for the pedestrians at night. These lights should be incorporated into the building design and be well detailed.

Street lights in the downtown core area should incorporate banners and hanging flower baskets to help add color and signify the core area.

The style of lamp posts and luminaire should reflect the turn-of-the-century design theme.

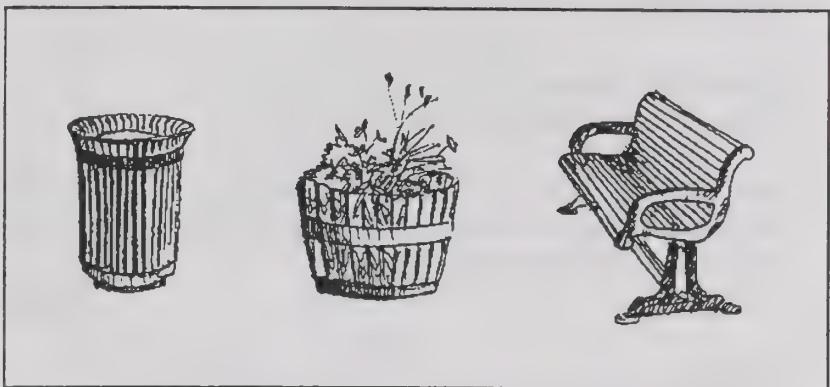


**LIGHTING**

## Street Furniture

The City should install new trash and recycling receptacles, benches, and flower planters throughout the downtown core.

All street furniture should be durable, affordable, and keep within the turn-of-the-century design style. Wrought iron, metal, and wood street furniture are encouraged. Concrete and stuccoed furniture is discouraged.



**STREET FURNITURE**

## Materials and Color

Building materials and color should be compatible with the desired architectural theme of the early 1900's. All building materials should be selected for ease of maintenance and durability.

Building materials should be consistent with the existing building materials used on historic buildings within the downtown core such as brick or stucco siding. Inappropriate materials include highly polished metals, reflective glass, metal siding, shingles, and coarsely finished plywood.

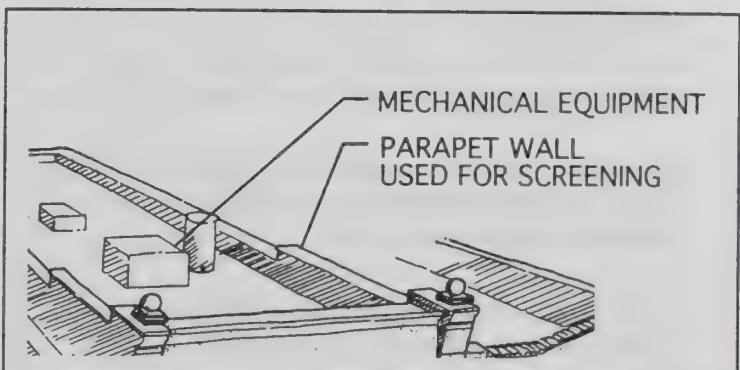
Colors on buildings are an important element in creating variation while maintaining an overall consistency of the downtown area.

Buildings with large expanses of blank walls should have a light and subtle base color. The base color on smaller buildings or those with more elaborate detail can use slightly brighter tones. Brighter accent colors should be used minimally to accent windows and doors and awnings.

## Screening

Screening of unattractive areas and facilities is important in having an uncluttered street scene in downtown Dixon.

Service areas should be located at rear of building to help screen them from public view. Use landscaping and garden walls to screen undesirable areas such as trash bins, mechanical equipment, and loading areas.



**SCREENING**

Parapet walls should be used on flat roofs to screen mechanical equipment.

## Landmark Buildings

The purpose of establishing a landmark building designation is to begin to identify and thus, beautify important and key locations downtown. The sites have provided in the past and will continue to provide a sense of place and identity for downtown Dixon. Landmarks will become community gathering places and icons. The process of developing a "place marking" system is critical to establishing a sense of pride and ownership in downtown Dixon. Landmark buildings include both private buildings such as the Odd Fellows Hall, the old Dixon Hotel, the Sacramento Savings Buildings, and public buildings such as the City Library, new Police Department, and old Fire Station. All buildings, regardless of their landmark status, located at intersections in the core area need to be given special attention. The following design criteria will insure that existing landmark buildings maintain their special status and beauty and that new landmark buildings will be regally constructed and denote special places in the downtown.

The use of tower-like design and landmark buildings is encouraged. This will enhance and emphasize the important qualities of the site and structure.

Landmark buildings should be a minimum of two stories and preferably three stories to further emphasize the importance of these key intersections.

Exterior staircases are encouraged and should be compatible with the architectural character.

New structures proposed for landmark building sites should respond to pedestrian circulation by providing areas for corner arcades.

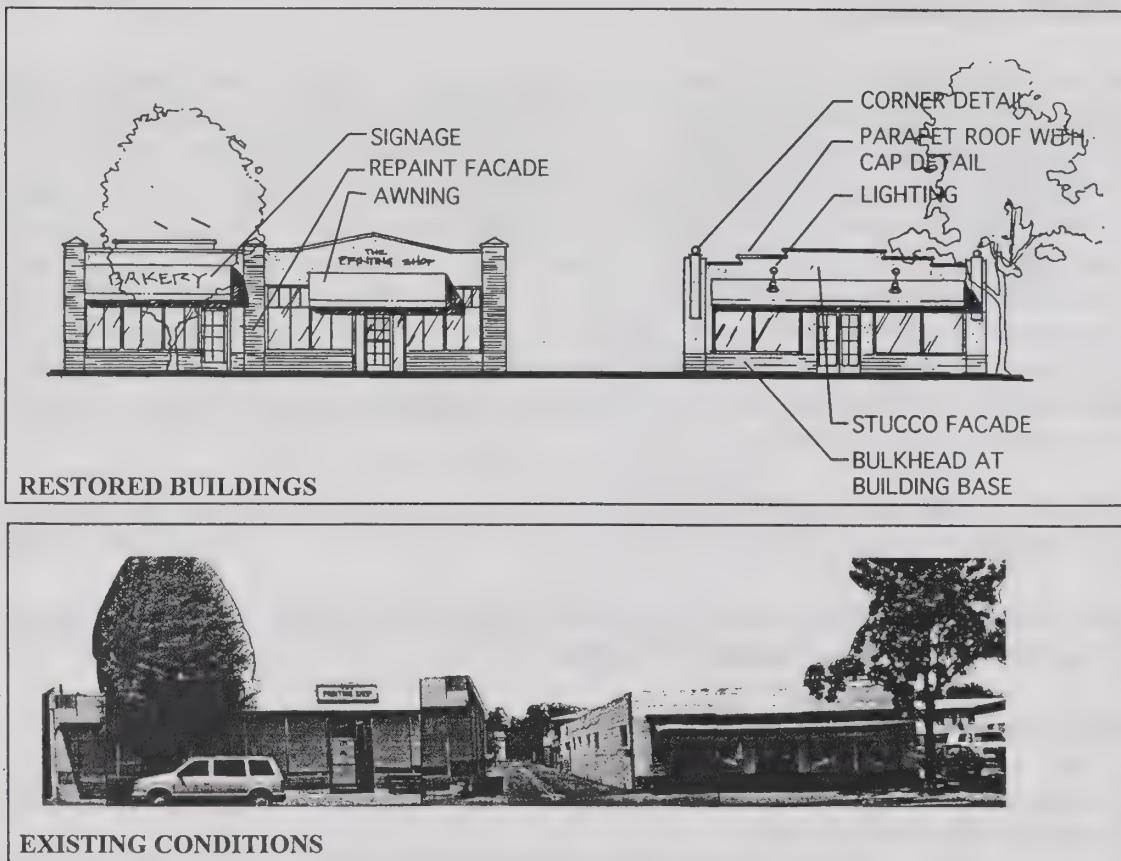
Corner landmark buildings can emphasize their importance with architectural details, building height, towers, arcades, etc.

Existing or new public landmark buildings such as the City Library and old Fire Station should include such features as grand entrances with steps, tower elements, high ceilings and columns, multi-paneled and recessed windows, ample landscaping and fountains, and/or entrance courtyards.

Integrating pedestrian plazas and courtyards on landmark sites is recommended as is stately entrances with staircases, planters, columns, and large doors that emphasize the importance of these buildings.

## Renovations and Maintenance

Quality maintenance of all buildings, public sidewalks, and spaces is critical to present a clean, well-kept appearance in the downtown. Cleaning up trash, debris, removal of graffiti, repair of cracks, and general cleaning of building facades will go a long way to help beautify downtown Dixon.



Buildings which do not currently meet these design guidelines criteria are encouraged to beautify by making simple cosmetic changes such as repainting, adding new signage and lighting, installing awnings, and removal of unsafe and unsightly building features. This type of work is recommended as a first tier facade improvement program. As further described in the implementation section of the revitalization plan.

Painted and stained surfaces should be cleaned regularly and maintained.

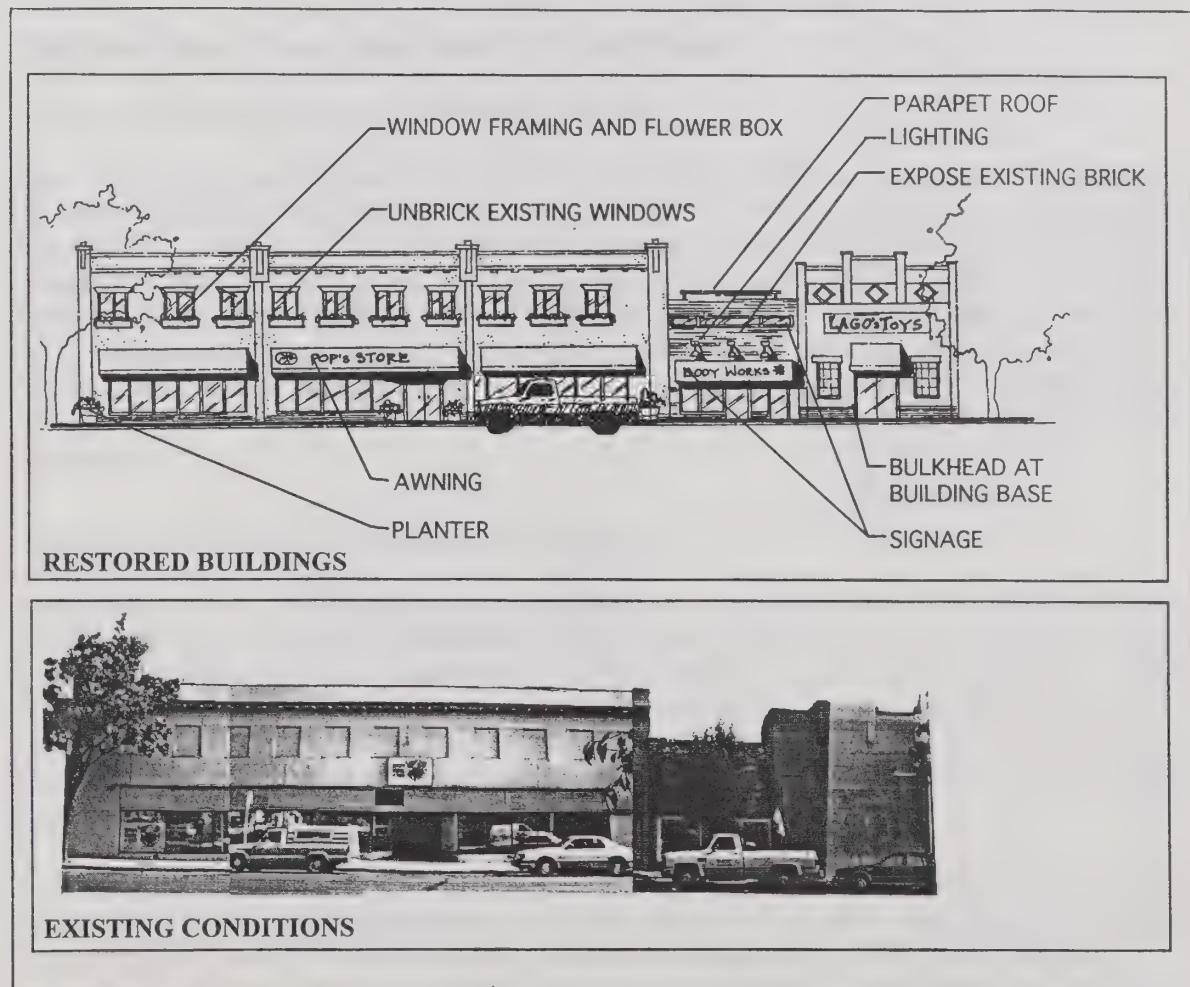
Metal windows and doors are to be treated for rust protection or finished in a permanent, opaque color.

Business owners should sweep up trash and debris daily around their buildings.

Storefront repairs such as old cracked window mullions, cracks in stucco, chipped paint, broken windows, damaged signs, etc. should be repaired.

Owners of vacant lots should cut weeds and eliminate trash on a regular basis.

Vacant lots and areas visible from street should not be used for storage and should be properly screened with low walls and landscaping.



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# **Implementation**

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## IV. Implementation

### Introduction

Achieving the vision captured by the Downtown Dixon Revitalization Plan will be accomplished through a partnership among Downtown business and property owners, the Redevelopment Agency and the community. Each has a role to play in making the downtown a vital, interesting focal point of the City.

The implementation chapter provides a framework for this partnership by describing how to organize and promote the downtown, how to attract and retain businesses, and concludes by providing a detailed discussion of specific improvement projects which may be undertaken by the Agency or individual property owners to achieve the overall vision for the downtown.

### Organization, Promotions and Special Events

#### Downtown Dixon Business Association (DDBA)

The Downtown Business Association was formed in the early 1990's as a consortium of downtown businesses whose mission is to promote the downtown as a place for business and community activities. Although the focus of its efforts are in the downtown area, the DDBA is open to business owners and citizens from throughout Dixon. The DDBA has taken the lead in sponsoring activities that promote the downtown. These events include the annual Thanksgiving Open House, the Lamb Town arts and crafts fair, Christmas decorations and lights in the downtown, and sidewalk sales. Another important role for the DDBA has been to help guide the efforts of the Revitalization Plan. The Plan can only succeed through a cooperative partnership among the City, the Redevelopment Agency and downtown businesses.

#### Establishing a Business Improvement District

Since 1965, the State has allowed cities to form Business Improvement Districts (BID's) which are intended to generate funding for improvements and activities that help businesses in commercial districts. A BID is essentially a benefit assessment district in which monies are collected from businesses within its boundaries and used for a variety of purposes that include the construction and maintenance of improvements such as parking, benches, music or other promotions that benefit businesses. Considerable latitude in the use the money is afforded, so long as the expenditures are tied to helping businesses within the district.

At present (1994), the creation of a BID may not be timely due to the additional financial burden such an assessment would place on Downtown businesses. However, it should be considered a useful tool for the long term benefit of the Downtown. Appendix B discusses how a BID can be formed.

### Implementation Programs

The vision illustrated by the Downtown Dixon Revitalization Plan will be achieved through the implementation of a series of improvement programs and projects which are described below in Table IV-1. The programs are divided into two groups: **FIRST TIER** programs, which generally have the higher priority, and **SECOND TIER** programs, which can be implemented over a longer timeframe. However, the tiering is not intended to be rigid. If opportunities arise for second tier programs sooner, they should be pursued.

## Funding

The projects described in Table IV-1 are intended to be funded from a variety of sources including grants, City monies (such as in-leu fees and the General Fund), and through the direct expenditure of Redevelopment Agency funds. However, individual property owners will also contribute toward the overall rehabilitation of the downtown -- in partnership with the City and Redevelopment Agency -- by incorporating elements of the Revitalization Plan into plans for the improvement of their properties.

Other funding which may be available to assist with the implementation of the Plan are listed below, and identified by their respective abbreviations in Table IV-1:

### **City of Dixon Capital Improvement Program (CIP).**

The City should prepare a five-year capital improvement program for infrastructure improvements necessary to accommodate buildout in accordance with the General Plan. The CIP is funded through fees charged to new development and from taxes collected by the State and distributed to local governments, such as the gas tax and Measure "D" funds.

### **Community Development Block Grants (CDBG).**

The Housing and Community Development Act of 1974 established federally-administered block grants which may be used by cities for housing, public facilities, and economic development. The activities funded by the CDBG must address at least one of three objectives: serve lower income people, eliminate blight, or resolve urgent community development needs. The federal CDBG program (through HUD) grants funding for urban renewal, water and sewer system improvements, rehabilitation and neighborhood facilities development.

### **A Theater for Downtown Dixon**

One program that has generated a considerable amount of interest is the possibility of attracting a theater to the Downtown, as described in Program No. 6, on Table IV-4. As discussed in the Preliminary Market Niche Study (See Chapter VI, Volume 2) there may be a potential market in the Downtown for a specialty theater that shows old movies and/or movies that cater to a more limited audience than first-run productions. Such a facility might also serve as a venue for plays and other gatherings.

The first step in attracting such a theater to the Downtown would involve identifying a suitable site (or sites). This may be either an existing building that could be economically renovated, or a site suitable for a completely new building. Similar theaters in other towns range in size from 5,000-10,000 square feet in floor area (or about 2,000 square feet per screening room) and typically have one or two small screening rooms.

Renovation costs for existing buildings tend to vary with the type of construction and the condition of the building. However, costs tend to run between \$100 to \$150 per square foot, based on discussions with owners of small theaters. Buildings should be chosen with high enough ceilings to show movies (18-20 feet). Other issues to consider when converting an existing building the unforeseen costs that renovating an existing building can have, such as seismic retrofitting. Another consideration is that a sloping a floor for a theater may limit its future use for other types of businesses in the event the theater moves out.

Other 'start-up' costs involve outfitting the screening rooms include the following:

Screen = \$500-\$1,000  
 Seats = \$50 - \$100 per seat  
 Speakers = \$1,000 per speaker  
 Projection Equipment = \$20,000 - \$25,000

Thus, for a small theater that seats 50 patrons, outfitting costs can be as high as \$40,000, exclusive of construction costs. However, readily-available used equipment can help lower these costs considerably.

Once the costs of renovation are understood, the participation on the part of the RDA and/or the City in subsidizing these costs should be weighed against the likelihood that the theater will be self-supporting over the long term. Some RDAs have had success attracting and retaining a downtown theater by providing low interest loans to help defray the start-up costs and/or building renovation costs. Such a loan could be structured in a variety of ways. It could be interest-free for the first few years, or until such time as the theater becomes self-supporting. The Agency could defer repayment until the theater is established, and could also directly subsidize the ongoing operating costs to guarantee the owner a profit for a specified period of time.

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**Intermodal Surface Transportation Efficiency Act (ISTEA) Funding.** The federal government provides monies to the State of California for the purpose of enhancing the efficiency of surface transportation, including motor vehicles, pedestrian, bicycle, rail and other forms of transportation. The ISTEА monies are allocated by the State to the various metropolitan planning organizations (MPO). Each jurisdiction may submit an application to the MPO for an ISTEА grant to fund various transportation enhancement projects, such as the provision of bike lanes, landscaping along highways and the acquisition of right-of-way. For projects other than pedestrian and bike path enhancement, a 12% match of local funds is required.

ISTEA funds have been a source for funding public improvements in the past. These funds may no longer be available after 1997.

**Lighting and Landscaping District (LLD).** The City could form a landscaping and lighting district within the Downtown. Funds from the district could be used to implement portions of the streetscape improvements and maintenance.

(Continued from previous page)

To generate interest in a downtown theater, the screening of 'classics', selected short subjects, animation, foreign or other more specialized types of movies could be sponsored by the high school or by a non-profit organization, such as a Dixon Film Society. Such movies could be shown against one of the walls of a downtown building or some other suitable temporary venue. A film society could sponsor festivals that cater to all age groups and begin attracting people to the downtown.

The Old Dixon Theater building located on First Street has some potential for being renovated for such a use. The building consists of about 7,500 square feet and is wood-frame construction; no parking is provided on-site. The present owner has partially renovated the building for conventional retail use. Thus, the screen, seats and other equipment have been removed. It does have a stage but the floor has been leveled so that it can be used for weddings, dances, concerts, and other events. The current (1995) owner has not expressed an interest in restoring the old use.

#### The Pardi Market Site

The so-called Pardi Market property consists of about one half acre at the southeast corner of First Street and A Street. Because of its size and prominent location, this property has considerable potential for a downtown focal point, such as a plaza with small shops and restaurants (See program No. 2 of Table IV- 4). One idea is for the Agency to acquire the property and then lease it to a private developer for new uses:

The property is currently vacant and has been marketed in the past with limited success. This was due in part to the poor condition of the buildings that previously occupied the site. Several years ago, before the building were demolished, the property was offered for \$250,000; it did not sell and remained on the market for some time. More recent estimates of its value are lower. Estimates of other vacant downtown properties have been in the range of \$4 to \$5 per square foot.

**Table IV-1**  
**Implementation Programs**

Program	Potential Funding Sources	Responsible Department/ Agency	Estimated Cost	Tier 1 Or Tier 2
<p><i>1. Streetscape improvements, North First between C and Mayes, A Street between railroad and 2nd Street, entry statement at A Street and South First Street; phased replacement of magnolias.</i></p> <p>Components: Clean pavement; brick accents along curb and tree wells; phased replacement program for magnolias; decorative street light fixtures; corner bulb-outs and accent paving at pedestrian crossing; signage and banners; street furniture; directional signage to parking areas. Bulb-outs on both sides of A Street near Post Office; raised planter and bench; lighted entrance sign; street lights with banner and, perhaps, hanging flower basket. Monument signage and/or bulb-outs or over-street signage for entry statement on First Street, if permitted by CalTrans, or upon re-routing of SR 113.</p> <p>Next Steps: Prepare plans and specifications for improvements; solicit bids for first phase(s); begin construction.</p>	RDA, CDBG, LLD	RDA, Planning, Public Works	\$286,000	Tier 1
<p><i>2. Purchase Pardi Market site for lease/sale and redevelopment.</i></p> <p>Concept: Redevelopment agency would purchase site and design plaza/building layouts and lease or sell to developers or tenants. Would likely require an RFQ/RFP for interested developers. Agency could thereby better control design and tenant mix; could offer land write-downs or lease reductions for preferred uses and design.</p> <p>Next Steps: Prepare appraisal and negotiate purchase price with owner; prepare concept plan for property; prepare RFQ/RFP and solicit partnership with developer; negotiate lease or sale to developer; prepare construction plans; begin construction.</p>	RDA, Revenues from sale or lease	RDA	\$4-\$9/sq.ft . For purchase. Approx . budget of \$20- \$50,000 to prepare RFQ/RFP and to start negotiating with developer.	Tier 1
<p><i>3. Grant program for downtown businesses and property-owners for painting, awnings, signs and window displays.</i></p> <p>Concept: Up to \$3,000 per business or property-owner for improvements; limit of 10 grants per year. Establish requirements and restrictions for use of monies.</p> <p>Next Steps: Establish guidelines for program, which includes eligibility and restrictions on use of monies.</p>	RDA	RDA, Community Dev. Dept.	\$30,000 annually	Tier 1

<b>Implementation Programs</b>				
<b>Program</b>	<b>Potential Funding Sources</b>	<b>Responsible Department/ Agency</b>	<b>Estimated Cost</b>	<b>Tier 1 Or Tier 2</b>
<i>4. Entry statement at First-Adams triangle.</i>  Components: Windmill, landscaping and sign. Solicit service clubs to participate in funding for windmill and beautification.  Next Steps: Prepare plans and specifications for improvements; solicit bids for first phase(s); solicit contributions/participation from non-profits; begin construction.	RDA, CDBG, LLD	RDA, Public Works, Planning	\$45,000	Tier 1
<i>5. Concert and special events series in the downtown.</i>  Concept: City/Redevelopment Agency would sponsor a series of concerts and other special events, first in the Women's Improvement Club Park and later in the newly created plazas (or temporary parking lot and/or street closures in anticipation of future public spaces). These would be free to the public; purpose is to encourage people to come downtown and recognize it as a distinctive, attractive place to do things. Certainly a regular farmers market is an appropriate option to explore given the community's interest in its agricultural heritage.  Next Steps: Form committee and/or assign staff to oversee and manage events.	RDA, General fund, DDBA	RDA, City, DDBA	Variable	Tier 1

<b>Table IV-1</b> <b>Implementation Programs</b>				
<b>Program</b>	<b>Potential Funding Sources</b>	<b>Responsible Department/ Agency</b>	<b>Estimated Cost</b>	<b>Tier 1 Or Tier 2</b>
<p><i>6. Downtown theater "incubation" subsidy.</i></p> <p>Concept: Because of the intense interest in a downtown movie house (and even live entertainment such as plays, musical performances), the Agency could provide money to help underwrite the development of such a use, at least for an "incubation period" while the use is being established. The subsidy may be in the form of a loan or grant, with certain conditions for repayment if the operations do not meet certain standards for a sufficient length of time. The idea is that the incubation subsidy will be sufficient to attract an operator and that eventually, the operations will be self-sufficient.</p> <p>First step is to further analyze potential buildings and sites; discussions non-profits or perhaps the high school about sponsorship, and discussions with private developers regarding interest in program, and amount of subsidy needed to attract them.</p> <p>In the mean time, the Agency and City may begin City sponsored films (classic films) perhaps in conjunction with a high school film club or with a local citizens film society in public or quasi-public buildings downtown. Possibilities include the redeveloped Pardi Market site, restoration of the old theater, or re-use of an underutilized building. One even simple approach is to show movies outdoors in summer evenings projected onto buildings or walls in public plazas, in lieu of (or in addition to) concerts and other attractions. We would need to pick one or more appropriate venues and begin program.</p> <p>Next Steps: Identify suitable sites; investigate interest in sponsorship of films (consider forming a film club, inquire at the high school); solicit interest from developers.</p>	RDA	RDA, CDBG	Variable	Tier 1

<b>Implementation Programs</b>				
<b>Program</b>	<b>Potential Funding Sources</b>	<b>Responsible Department/ Agency</b>	<b>Estimated Cost</b>	<b>Tier 1 Or Tier 2</b>
<i>7. Part time staff or firm to coordinate downtown promotions, special events and to administer the downtown programs. Promotions subsidy for downtown businesses to promote downtown as a place; could be administered by part-time staff and coordinated with the downtown business association</i>	RDA, General fund, local business contributions and fundraisers	RDA, Planning, DDBA	\$20,000 for annual contract	Tier 1
Concept: Explore contracting with private firm for promotions and/or having the DDBA assume this function. Monies to advertise downtown as a place to go for shopping, eating and special events; could include funds for special events; see concert series and staffing items above.  Next Steps: Prepare job description/responsibilities; advertise for staff or send out RFQ/RFP.				
<i>8. Historic building booklet; walking tour.</i>  Concept: Historical buildings in and near the downtown would be recognized by a plaque or similar signage. Brief history of the buildings would be recorded in a booklet or pamphlet sold at cost. A walk linking the buildings, including perhaps markers in the sidewalks, would be established for the "Historic Downtown Dixon". This programs should be linked to First Street/A Street streetscape improvements.  Next Steps: Contact historical society to determine level of interest and participation in preparing pamphlet and/or conducting tours; hire graphic designer to prepare pamphlet.	RDA, General fund, historical society and private contributions, revenues from pamphlet sales.	RDA, DDBA	pamphlet: \$10,000  walk: \$10-\$30,000	Tier 1
<i>9. Facade restoration loan program.</i>  Concept: Redevelopment Agency would provide low or no interest loans up to \$10,000 (?) limit of 5 (?) per year for facade improvements beyond painting, awnings and signs such as restoration of closed-over windows; use of moldings or other materials that recall historical character; minor structural improvements or major clean-up. Loans could be repaid within 5-10 years, providing a "revolving" fund for future activities.  Next Steps: Establish guidelines for program, which includes eligibility and restrictions on use of monies.	RDA	RDA, Com. Dev. Dept.	\$40,000/yr, \$400/in.ft.	Tier 1

<b>Implementation Programs</b>				
<b>Program</b>	<b>Potential Funding Sources</b>	<b>Responsible Department/ Agency</b>	<b>Estimated Cost</b>	<b>Tier 1 Or Tier 2</b>
<i>10. Lighting and street trees in alleys between Women's Improvement Club Park and Pardi Market site.</i>  Concept: Install decorative lighting and street trees in planters. General clean up and screen trash enclosures.  Next Steps: Prepare plans and specifications for improvements; solicit bids for first phase(s); begin construction.	RDA, CDBG, LLD	RDA, Public Works	\$35,000	Tier 1
<i>11. Improved public transportation.</i>  Concept: Continue efforts to provide public transportation opportunities to and from the downtown, including continued pursuit of the train station and, once activity levels so warrant, bus stops.  Next Steps: Contact Council of Governments; transit providers.	Metropolitan Planning Organization	MPO, Planning, Public Works	Variable	Tier 2
<i>12. Streetscape improvements and redesign of B between First and Jackson and from Jackson between B and A.</i>  Components: Conversion of the street to one way from First to A with diagonal parking and retaining access/loading at the lumber yard. Clean up of pavement; brick accents; bulb-outs; decorative lighting fixtures; banners and signs; accent paving at pedestrian crossings; street furniture.  Next Steps: Prepare plans and specifications for improvements; solicit bids for first phase(s); begin construction.	RDA, CDBG, LLD	RDA, Public Works, Planning	\$140,000	Tier 2
<i>13. Conversion of City Jackson Street parking lot into public plaza.</i>  Components: Build public plaza at the corner of Jackson and B as conceptually illustrated. Replacement parking provided on street by conversion to angled spaces (see above) and, possibly, behind the Moose Lodge, north of the Jackson/B intersection (see below).  Next Steps: Prepare plans and specifications for improvements; solicit bids for first phase(s); begin construction.	RDA, CDBG	RDA, Public Works, Planning	\$115,000	Tier 2

<b>Table IV-1</b> <b>Implementation Programs</b>				
<b>Program</b>	<b>Potential Funding Sources</b>	<b>Responsible Department/ Agency</b>	<b>Estimated Cost</b>	<b>Tier 1 Or Tier 2</b>
<i>14. Parking lot north of B, east of tracks, and behind lodge.</i>  Concept: Obtain easements or fee title to vacant land in this location and develop as a public parking lot. Components would include repaving and striping, landscaping, lighting and signage. Possibly link with the conversion of Jackson Street to plaza (see above).  Next Steps: Prepare plans and specifications for improvements; solicit bids; begin construction.	RDA, CDBG	RDA, Public Works, Planning	\$60,000	Tier 2
<i>15. Public display of agricultural history in park/plaza.</i>  Concept: Creation of one or more displays highlighting Dixon's historic agricultural roles. Ideas include historic equipment and interpretive exhibits of such Dixon themes as lamb raising. Components would include development of a theme, identification of specific locations, conceptual design, construction drawings, installation and on-going maintenance.  Next Steps: Contact historical society and determine level of participation; identify suitable site(s).	RDA, General fund, non-profit private contributions	RDA, DDBA	Variable	Tier 2
<i>16. Seed money for historical museum.</i>  Concept: The City/Redevelopment Agency could begin a fund for the eventual development of a downtown historical museum. A recurring idea is the use of the old Fire Station (at least in part) for such a purpose. Dedication of the building and/or site for this use would provide an important stimulus for fund-raising. Often, a model or conceptual illustration is useful for this purpose. A non-profit organization with a board of interested and active citizens will need to be established to coordinate fund raising work. Small outdoor cafe use adjacent to plaza.  This item should be linked to the timing of the Fire Department's move and the Jackson Street plaza project.  Next Steps: Contact historical society and determine level of participation; identify site(s); determine suitability of old fire station for such a use.	RDA, General fund, private contributions, historical society	RDA, City Administrator, non-profit organization  Note: an ad-hoc committee may be an appropriate precursor to a formal non-profit organization.	\$15,000 for non-profit and model	Tier 2

<b>Table IV-1</b> <b>Implementation Programs</b>				
<b>Program</b>	<b>Potential Funding Sources</b>	<b>Responsible Department/ Agency</b>	<b>Estimated Cost</b>	<b>Tier 1 Or Tier 2</b>
<i>17. Expansion of Women's Improvement Club Park north of C Street.</i>  Components: Phase I – Purchase of property; restoration of historic residence; restoration/re-use or demolition of building on corner; landscaping, seating and protected area for concerts, weddings, and other activities. Eventual closure of C street contingent on opening of alternative routes (eg: H street) and analysis of traffic flow impacts. However, temporary closures for special events (for example on weekends) would be acceptable. Phase II – Closure of C St.; construct entry plaza; add walkways.  Next Steps: Prepare property appraisal; negotiate purchase price with owner(s); prepare plans and specifications; public review of plans; solicit bids; begin construction.	RDA, in-leu fees, dedications,	RDA, Parks Department	Phase I: \$780,000  Phase II: \$100,000	Tier 2
<i>18. Improvement to alley between Women's Improvement Club Park and B Street, and the alley between B and A Streets, including improvements to City-owned parking lot.</i>  Concept: Phase I – Clean pavement and provide brick or stamped concrete accents; landscaping; signage and banners; seating. Retain access for deliveries/loading. Phase II – Re-pave alley with stamped concrete.  Next Steps: Prepare plans and specifications for improvements; solicit bids; begin construction.	RDA, LLD	RDA, Public Works, Planning	\$35,000	Tier 2
<i>19. Directional signage program.</i>  Concept: Signs near the off ramps announcing Historic Downtown Dixon and shopping area. Develop billboard advertising program and research opportunities to put CalTrans freeway signs along the freeway to identify historic Dixon; erect signs adjacent to freeway showing the way to Downtown.  Next Steps: Identify suitable sites after consulting with CalTrans; design and construct signs.	RDA, General fund, LLD	Public Works, CalTrans, DDBA	\$60,000	Tier 2

<b>Implementation Programs</b>				
<b>Program</b>	<b>Potential Funding Sources</b>	<b>Responsible Department/ Agency</b>	<b>Estimated Cost</b>	<b>Tier 1 Or Tier 2</b>
<i>20. Parking lot west of the train tracks.</i>  Concept: Development of the parking lot along with pedestrian crossing from the lot to the downtown. Components include paving, striping, landscaping, lighting, and signage.  Next Steps: Prepare plans and specifications for improvements; solicit bids; begin construction.	RDA, CDBG, LLD	RDA, Public Works, Planning	\$76,000	Tier 2
<i>21. Loan program for seismic upgrades.</i>  Concept: Establishment of a revolving low-interest loan program to assist with seismic upgrades. Loan amounts, rates and terms would have to be set.  Next Steps: Establish guidelines for program, which includes eligibility and restrictions on use of monies.	RDA	RDA	Variable	Tier 2

## Economic Development

The entire Revitalization Plan can be viewed as an economic development strategy. Every implementation program is intended to directly or indirectly benefit the downtown business environment. The following characterizes the various implementation programs in terms of their economic development function.

*A. Retention of existing businesses; rehabilitation/improvements to existing buildings; monies for signage and window displays.*

The existing businesses are clearly the starting point for economic revitalization, and thus, helping them improve their facilities is important. The following implementation programs are specifically directed to this purpose:

Program No. 3. Grant program for downtown businesses and property owners for painting, awnings, signs and window displays.

Program No. 9. Low interest loan for facade restorations.

Program No. 21. Low interest loans for seismic upgrades.

*B. Attraction of new “anchors” for the downtown.*

In addition to the existing businesses, new ones need to be attracted to downtown. These businesses should serve several purposes including meeting the preferences/desires of the local community; working as “anchors” or “magnets” to draw new customers to the downtown; and stimulating further private investment in the core.

One use that was given special attention during the planning is a movie theater. This kind of entertainment business would draw customers to the downtown during evenings and weekends. This has the principle advantage of extending effective operating hours for many food service establishments which now rely heavily on the high school lunch business.. As noted elsewhere, the pleasant environment most of the year is conducive to outdoor dining. The opportunity to combine dinner with a movie (or concert or other activity) would help generate this kind of effect.

There are, however, several impediments to bringing a theater downtown which are discussed in more detail elsewhere in the Plan. Thus, the development of a private movie house will likely require assistance from the RDA. Other options include creating a non-profit film society, perhaps in conjunction with the high school, that could sponsor regular showings of “classic” films.

In addition to the theater concept, the Pardi Market site provides another opportunity for public-private partnership to develop the kinds of uses envisioned for the future downtown, including specialty retailing (like a book store) and outdoor dining. This project can also be a model of the plan’s concepts of “urban form”, combining businesses with public and quasi-public spaces.

The following implementation programs are directly intended to bring the entertainment and these other desired uses in the downtown:

Program No. 2. Purchase the Pardi Market site and sell/lease to a private developer to create a development with the preferred uses in the urban form combining the private businesses with public spaces.

Program No. 6. Provide a subsidy to attract a privately operated movie theater; and/or establish a non-profit film society to sponsor regular showings of “classic” movies downtown.

#### *C. Improve streetscape and other public spaces to help draw people to downtown.*

The primary goal of any economic development strategy is to attract people to the business locale. Most of the implementation programs are specifically intended for this purpose. One major approach for attracting people and improving the business climate is improving public spaces, namely the streets, alleys and Women’s Improvement Club Park. These changes also provide new opportunities for activities such as outdoor dining and for holding concerts, and other special events in the downtown. The following programs break down these improvements into more manageable components:

Program No. 1. Streetscape improvements on First Street and A Street.

Program No. 10. Street lighting and street trees in alleys between Women’s Improvement Club Park and Pardi Market site.

Program No. 12. Streetscape improvements and redesign of B Street and Jackson.

Program No. 13. Conversion of Jackson Street parking lot into public plaza.

Program No. 17. Expansion of Women’s Improvement Club Park.

Program No. 18. Improvements to alleys between Women’s Improvement Club Park and B Street and between B and A Streets.

#### *D. Parking and access.*

People need to be able to find downtown, get to it easily and park cars conveniently. The following programs are intended to address these items:

Program No. 1. Entry statement at A and First Streets.

Program No. 4. Entry statement at First Street/Adams triangle.

Program No. 11. Improved public transportation.

Program No. 12. Redesign of B and Jackson Streets to one-way with diagonal parking.

Program No. 14. Parking lot north of B Street, east of the tracks.

Program No. 19. Directional signage.

Program No. 20. Parking lot west of the train tracks.

#### *E. Promotions and Organization*

Promoting the downtown starts with creating more reasons for people to come there. Furthermore, downtown must develop an identity as a place recognized by the community. These steps include the various public improvements and business enhancement/attraction programs described above. However, this process must also include building on the attractive features of downtown including its historical character. The Plan emphasizes Dixon’s historic purpose as an agricultural center and that provides the “theme” or overlying motif for new design (see Design Guidelines in Chapter III).

In addition to using its past as an attraction, downtown must become the venue for an expanding list of seasonal and other special events.

The development of a formal ‘logo’ identifying downtown is valuable in promotions. This Plan utilizes the City logo and the word “Downtown”. This has the advantage of clearly linking the downtown to the general Dixon community, as well as emphasizing downtown ties to agriculture (recall that a farm dominates the City’s logo).

Putting on these promotions and special events, as well as coordinating promotions among the businesses will require funding and a responsible person or group. The Plan suggests either a contract staff person or a contract with a firm specializing in these functions. Early funding will need to come largely or entirely from the City or Agency. However, over time, these functions can shift to the businesses themselves.

The existing Downtown Dixon Business Association serves as the coordinating entity for the downtown business community. At some time in the future, it may make sense to reconstitute the organization into a formal “Business Improvement District” (See the beginning of this Chapter, and Appendix B, Volume 2). However, presently, financial considerations argue against this kind of formal district because the increased assessments would act as a detriment to business retention/attraction. Thus, while it is discussed, formation of a BID is not listed as an implementation program now.

The following programs address promotions, organization and related functions:

Program No. 5: Concert and special events series.

Program No. 7. Part-time staff or consulting firm to coordinate downtown promotions and special events.

Program No. 8. Historical building booklet; walking tour.

Program No. 15. Public display of agricultural history.

Program No. 16. Seed money for historical museum.

## **Report Preparation**

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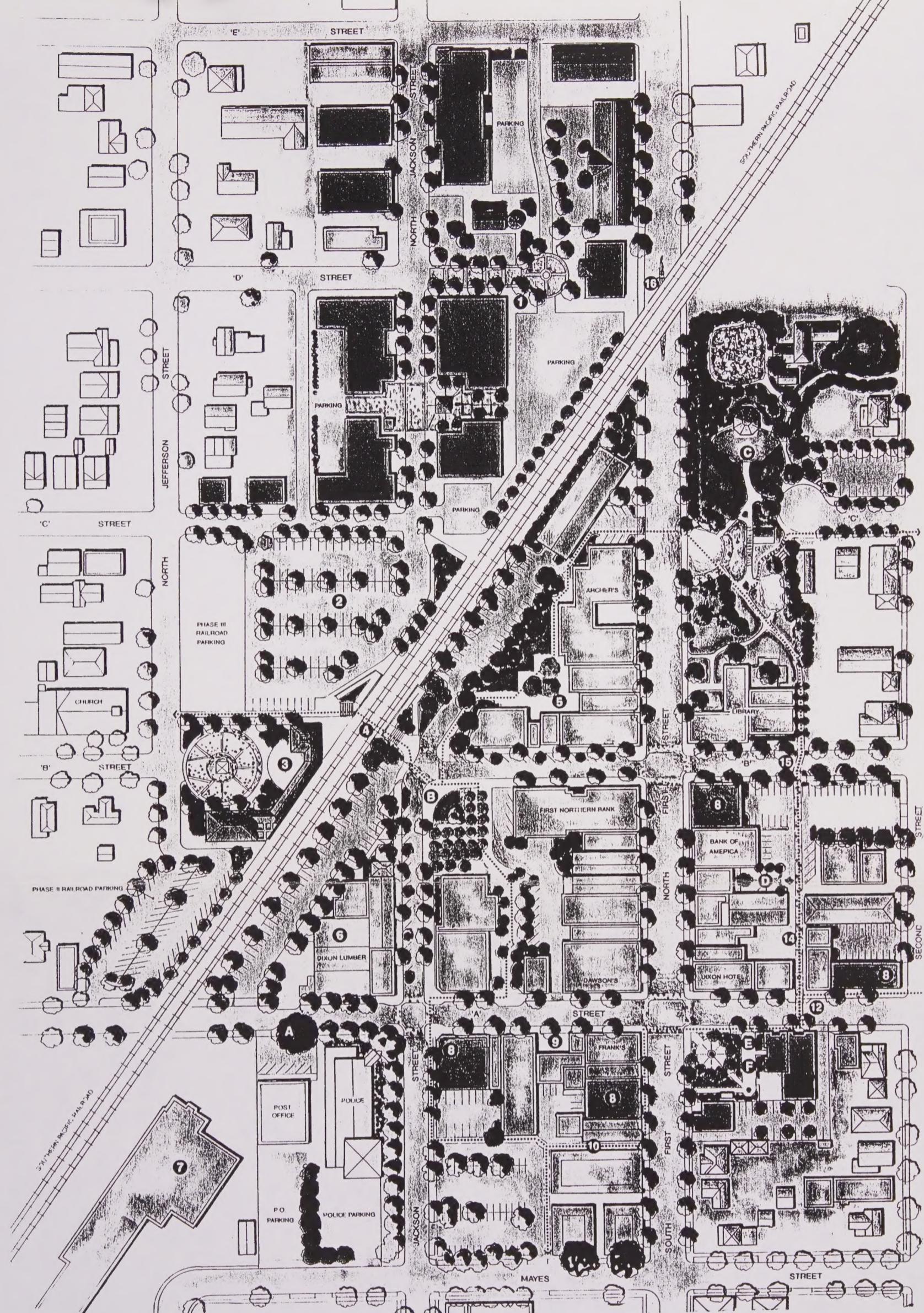
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**Figure 8**

RRM Design Group

Crawford Multari & Starr

## Dixon Downtown Revitalization

1. Azavedo Site and Vacant Parcel
2. Future Railroad Parking lot
3. Proposed Railroad Terminal
4. Bicycle and Pedestrian Railroad Undercrossing
5. Area behind Veterans Memorial and Moose Lodge
6. Dixon Lumber Site
7. Manufacturing Building Between "A" and Mayes Streets
8. Future Building Infill
9. Alcove on "A" Street
10. Mid-block Pedestrian Passage
11. South First Street Entrance
12. Plaza to Alley Connection
13. Pedestrian Connection on "A" Street
14. Alley Behind First Street
15. Connection between Alley and Women's Improvement Club Park
16. North First Street Entrance



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